

FINANCIAL MANAGEMENT

I. STATEMENT OF INCOME—NORTH AMERICAN MISSION BOARD

Please refer to your income statement in your latest audit. Use this as the guide for listing income for the three years requested: FY 2017, FY 2016, and FY 2015. Be sure that Cooperative Program Allocation Budget income is one of the items and indicate as "operating" and "capital" where applicable. Round to nearest dollar.

	<u>FY 2017*</u>	<u>FY 2016*</u>	<u>FY 2015*</u>
Cooperative Program	\$ 43,000,000	\$ 43,000,000	\$ 43,109,617
Annie Armstrong	60,500,000	60,000,000	58,019,374
Unrestricted Gifts	5,500,000	5,000,000	4,458,723
Investment & Interest	13,300,000	12,600,000	(10,276,425)
Other	1,000,000	1,000,000	1,491,626
TOTAL INCOME	\$ 123,300,000	\$ 121,600,000	\$ 96,802,915
What Percent was CP of your total income?	34.87%	35.36%	44.53%

* Audited figures not available, and estimates have been used for the years requested in keeping with the categories of the latest audit.

II. ENTITY SUMMARY OPERATING BUDGET—NORTH AMERICAN MISSION BOARD

Please list the main headings of your entity budget. If these exceed fifteen, please combine. Round to nearest dollar. Report on each ministry individually. Report executive office and related support services as a separate category.

	<u>FY 2017*</u>	<u>FY 2016*</u>	<u>FY 2015*</u>
Church Planting	\$69,602,000	\$68,641,000	\$72,455,657
Evangelization	11,367,000	11,211,000	11,833,537
Sending Missionaries	12,342,000	12,172,000	12,848,297
Missions Education and Missions Opportunities	2,322,000	2,290,000	2,416,709
Leadership Development	2,731,000	2,694,000	2,843,499
Relief Ministries	4,640,000	4,576,000	4,829,857
Administration	18,043,000	17,794,000	18,915,963
Missions Advancement	2,253,000	2,222,000	2,345,893
TOTAL	\$123,300,000	\$121,600,000	\$ 128,489,412

<u>Name</u>	<u>Cost</u>	<u>Expected Start</u>	<u>Money on Hand</u> <u>9/30/15</u>
(1)			
(2)			

IV. OTHER REPORTS AND DECLARATIONS

1. FINANCIAL RESERVES

Indicate the actual or anticipated financial resources (non-duplicating) at the close of each of these years: (Do not include endowment or trust.)

	<u>2017</u>	<u>2016</u>	<u>2015</u>
Contingent Reserves			
*Operating Contingency	\$61,000,000	\$61,000,000	\$61,000,000
*Healthcare Contingency	\$10,000,000	\$10,000,000	\$10,000,000
Capital Reserves			
*Missionary Housing	\$25,000,000	\$37,000,000	\$49,000,000
Operating Reserves			
*Send North America	\$4,000,000	\$7,000,000	\$11,00,000
*Send Relief	\$1,000,000	\$2,000,000	\$3,000,000
Reserves functioning as Endowments	\$100,000,000	\$101,000,000	\$101,000,000
*Church Loans			
TOTAL RESERVE	\$201,000,000	\$218,000,000	\$235,000,000

2. Were reserves or other contingent funds used for financing assigned ministries during any of these years? Explain, listing amounts used by years. Yes No
3. Has the Convention approved a maximum amount for your contingent reserve? (See XI of the Budget and Financial Plan) Yes No

If yes: What year did the Convention approve the amount? 2014

What is the maximum amount? Six months of total budget

***Definitions --**

- (1) **Contingent reserves: funds approved by the Convention for emergency purposes.**
- (2) **Capital reserves: money set aside for capital improvement.**
- (3) **Operating reserves: money temporarily set aside for operations, expected to be used in near future.**
- (4) **Investment reserves: money to be permanently invested, but temporarily held pending better market, etc.**
- (5) **Reserves functioning as endowments: unrestricted and revocable funds semi-permanently invested for income purposes.**

V. REPORT ON TRUST FUNDS - ENDOWMENT FUNDS

1. Indicate the actual or anticipated financial reserves in trust funds, including endowment funds and other funds, at the close of each of these years. Include both those held by the agency and by other groups, such as foundations.

	<u>2017*</u>	<u>2016*</u>	<u>2015</u>
TRUST FUNDS			
Endowment funds	\$ 47,900,000	\$ 46,500,000	\$ 45,054,205
Other funds	9,000,000	8,700,000	8,436,764
TOTAL TRUST FUNDS	\$ 56,900,000	\$ 55,200,000	\$ 53,490,969

*estimates

2. Is the corpus of all trust funds intact? Yes X No _____
3. Have trust funds been used at any time for any purpose other than that for which such funds were created? Yes _____ No X

VI. REPORT ON DEBT

1. State the amount of debt, actual or anticipated, at the close of each of the following years:

	<u>2017</u>	<u>2016</u>	<u>2015</u>
Operating Capital	0	0	0

2. If indebtedness is listed above, explain the plan for retiring such a debt.
3. Has debt of any subsidiary corporation been increased? Yes _____ No X
If so, how much?

VII. REPORT ON RATE OF RETURN ON INVESTED FUNDS OR INCOME-PRODUCING PROPERTY

Total amount invested as of September 30, 2015, or the entity's latest fiscal year. Indicate date used: 9/30/15

	<u>Market</u>	<u>Cost Basis</u>
Cash/Money Fund	6,805,625	6,805,625
Common Stocks & Options	148,459,315	152,836,365
Futures	7,285,736	6,500,000

Corporate Bonds	14,485,266	14,589,788
Government Bonds	9,922,135	9,834,850
Other Investments	9,280,265	3,744,466
SBF Foundation	705,485	579,972
State Foundations	306,472	264,960
Mortgages/Other	492,792	505,512
Liquidity	292,188	292,188
TOTAL	198,035,279	195,953,728

VIII. REPORT ON APPROPRIATIONS BY ENTITY

Has your entity made or does it contemplate making any appropriation to any cause or for any purpose other than for the promotion of its own work during the following years?

Yes _____ No _____

IX. REPORT ON INSURANCE

Has a review of your insurance coverage determined that you have adequate coverage based on replacement values? Yes No _____

If no, please explain:

X. REPORT PERCENT OF BUDGET RELATED TO PERSONNEL EXPENSES

The percentage of the total entity budget that relates to personnel expenses (salaries, benefits) in 2016 is 30.30% * and 2015 was 26.64% *

*Includes personnel and benefit costs for all Alpharetta and regional missionary staff.

The total number of NORTH AMERICAN MISSION BOARD personnel working in Alpharetta in 2016 is 158 and in 2015 was 152.

XI. ADDITIONAL FINANCIAL INFORMATION

Please chart any/all revenue streams received by NAMB, and the percentage of total revenue represented by each revenue stream. Feel free to include future budgeting plans.

Total FY15 Income	96,802,915	
FY15 Additional Revenue Sources		
Annie Armstrong-Individuals	1,812,643	1.87%
Annie Armstrong-Estates	54,570	0.06%
Annie Armstrong-Foundations	515,978	0.53%
Undesignated Gifts-Individuals	1,206,191	1.25%
Undesignated-Estates	575,790	0.59%
Undesignated-Foundations	1,283,294	1.33%
Designated Gifts-Individuals	7,654,382	7.91%
Designated-Estates	121,816	0.13%
Designated-Foundations	188,263	0.19%
Investment & Interest Income	-10,276,425	-10.62%
Other Revenue	1,491,626	1.54%

Please state below the most recently reported dollar amount of your unrestricted net assets? This should exclude net property, plant and equipment assets.

\$261,658,190 in unrestricted net assets as of 9/30/15*

*Unaudited amount for FY15.

North American Mission Board

**Cooperative Program Allocation
Budget Request for Operations**

Note: Requests and reports will be for the October-September SBC fiscal year.

2016-2017 Budget Request	Projected Allocation Amount for 2015-2016
\$ 44,000,000	\$ 43,000,000

